

# **NON - COMPUSORY BRIEFING SESSION**

RFP:001/07/2021

**APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP AND IMPLEMENT A NEW ORGANIZATIONAL CULTURE FOR SIU FOR A PERIOD NOT EXCEEDING NINE (09) MONTHS.**



The State's preferred and trusted anti-corruption forensic investigation and litigation agency

# DURATION OF THE CONTRACT

**The project is for a period not exceeding Nine months.**

# **CLOSING DATE BID**

**Closing Date:** 17 AUGUST 2021

**Time :**11:H00

**Date of Closing for Questions:** 10 AUGUST 2021

**Date for publishing answers:** 13 AUGUST 2021

**E-mail address:** scm@siu.org.za

# SCOPE OF WORK/ TERMS OF REFERENCE (TOR)

The SIU currently has offices in the following Provinces with about 532 employees and expect to grow to 600 employees in the April 2021 to March 2022 financial year

**1. The scope of work for the bidder includes but not limited to the following key deliverables:**

- a) Review and have an in-depth understanding of the new SIU strategy, Vision, Mission, values, operating model and value chain.
- b) Cultural diagnosis – assess existing culture using various data collection tools e.g. interviews, surveys and focus groups to identify and analyze cultural traits, including strengths and potential challenges that impact on the organization.
- c) Culture strategic plan – develop plan that focuses on critical issues identified during the assessment phase. This should include articulating cultural aspirations and identifying critical behavior's necessary to drive SIU Value and high performance particularly in key programmes and initiatives.
- d) Develop mechanisms e.g. networks, to reinforce and sustain the desired critical behavior changes.
- e) Develop / design measurements approaches and tools for tracking and reporting progress.
- f) Train change agents on mechanisms to reinforce new culture.
  - Develop / design measurements approaches and tools for tracking and reporting progress



# **DELIVERABLES AS PER SCOPE OF WORK**

## **Phase1: Diagnosis of the current SIU culture**

- a) Project plan with key mile stones and timelines, inputs required from SIU staff members
- b) Report on interviews, survey, focus group etc, Interviews should be conducted to at least 20% interviews of staff from all offices including all 11 EXCO members, this sample should be representative of race, gender, job disciplines and occupational levels. Out of 20% interviews, Exco members should be interviewed face to face while the rest can be through visual. This will be for at least 75% of all employees per region as per Table 1 conducted electronically.

The interview/surveys questions as a minimum should cover the following dimensions:

- Communication
  - Interesting challenges
  - Attention to detail
  - Outcome orientation
  - Leadership effectiveness
  - Team spirit
  - Work-life balance
  - Working conditions
  - Work climate
- c) Comprehensive report on the “AS IS” following the review of the cultural diagnosis exercise

## **Phase2: Develop SIU Organizational Culture Strategy and Plan**

- a) Based on the exercise in Phase 1; the service provider will be required to propose at least three possible scenarios or culture that SIU can adopt as the new culture.
- b) The document must propose a method and a detailed implementation plan to be used to migrate from the current existing organizational culture to the new proposed culture.

## **Phase3: Conduct Training / Workshops**

- c) Develop training manual for training provided to change agents – all training manuals must be in soft copies
- d) Train 30 change agents face-to-face / contact sessions for 5 days. Training location will be in Pretoria.
- e) Workshop all SIU employees in all eleven (11) offices. The number of people to attend per Session is 24 people per session online. These will be a total of 25 sessions.
- f) Report on the trainings that they have conducted with learning and outcomes of main issues that came to the fore as per g) above.
- g) Report on culture change sessions / interventions conducted with learning and outcomes of main issues that came to the fore as per h) above.

## **Phase 4: Recommendations & close-out report**

- h) Recommendation report on the tools / systems for future use to reinforce and in-bed down the new culture.
- i) Comprehensive project closure report.

# **DELIVERABLES AS PER SCOPE OF WORK**

- 3. Technical Approach
- The service provider should demonstrate adherence to the Terms of Reference (ToR) by elaborating on the services required, and demonstrate whether the proposed process meets the requirements. Service provider must as a minimum, cover the under-mentioned in their technical approach:
- a) How they propose to carry out the requirements to achieve the outcomes identified in the ToR including any possible problems and risks that might possibly hinder delivery and how they will avoid, or overcome such problems.
- b) Proposal on the establishment of a joint project steering committee, reporting structure, form and frequency of reporting.
- c) Detailed breakdown of the number, time and cost envisaged for various individual and group interactions.
- d) Positions involved in the direct delivery of the services to be provided and in the overall management of the work and the names of the personnel who will fill these positions.
- e) Service providers are required to submit abridged CV's of key personnel that demonstrate prior relevant experience.
- f) The information should be provided in the template provided as/in Annexure A
- 4. Capacity and Experience
- 4.1 Capacity
- The service provider is required to provide a company profile on its size, staff complement, infrastructure, location, how long has the company been in existence etc.
- 5. Terms of the Contract
- The contract should be for a period not exceeding nine (9) months. The project must be completed within 9 months from time of signing a Service Level Agreement (SLA).
- a) Prior to the project execution service provider will be required to provide names and attach CV's of team members who will be working on a project as well as those staff members who will be responsible for project execution planning, directing, and/or reporting.
- b) Provide a suitable number of full time staff members who will be allocated to the project.
- c) Any changes in the project team or resource allocated to SIU must request approval from SIU.
- d) Provide the names and qualifications of any outside specialists and consultants who will assist the service provider's staff members.
- e) Team must demonstrate experience in design and implementation of organizational culture strategy.
- f) Ownership of working papers and generated reports shall remain the property of the SIU and shall at the conclusion of every assignment be handed over to the SIU.

# THE BIDDING PROCESS

- This bid is evaluated through a three (3) stage process
- Stage 1 – Compliance to Requirements including Mandatory

## **RETURNABLE DOCUMENT CHECKLIST TO QUALIFY FOR EVALUATION**

### **TABLE A: RETURNABLE DOCUMENTS (M = Mandatory)**

*(Failure to provide or meet below mandatory requirements will result in disqualification and the bid will not be considered for further evaluation).*

#### **Envelope 1**

Signed and completed Procurement Invitation (SBD 1) including the SBD 4, 5 if applicable, 6.1, 6.2 if applicable, 8 and 9

M

YES

NO

Proof of Registration on the Government's National Treasury Central Supplier Database (CSD). (MAAA)

M

YES

NO

A detailed breakdown of team composition and cost for the project must be attached in excel format (USB FORMAT)

YES

NO

### **RETURNABLE DOCUMENTS**

#### **Envelope 2**

B – BBEE Certificate (South African Companies) or, for companies that have less than R10 million turnover, a sworn affidavit is required. A copy of the template for this affidavit is available on the Department of Trade and Industry website [https://www.thedti.gov.za/gazette/Affidavit\\_EME.pdf](https://www.thedti.gov.za/gazette/Affidavit_EME.pdf) *(Failure to submit sworn affidavit will results in non-compliant on preference points system)*

YES

NO



## Stage 2 – Evaluation of Bids against Specifications and Quality

- Scores will be tabulated to 100 points. Respondents must **score 70** points and above to be assessed on their financial offer and preference score.

## **DESKTOP EVALUATION**

### **1. Company experience: 30**

The Service Provider must demonstrate the number of projects executed and completed (experience) for a similar project in assisting organizations with the review, development and implementation of organizational culture. Reference letters to be submitted to demonstrate experience and must be in the company letter head.

- **Evaluation rating 0 equals to non-allocation of points, to the bidders who :**
  - No projects completed
  - Failed to submit the required reference letters or detailing list of clients supported by number of years of experience,
  - Submitted irrelevant information
- **Evaluation rating 1 equals to 10 points**
  - 1. 3 projects completed
- **Evaluation rating 2 equals to 20 points**
  - 4- 6 projects completed
- **Evaluation rating 3 equals to 30 points**
  - 7 and more projects completed

<p><b>2. Qualifications of the project leader: 15</b></p> <p>The Service Provider must demonstrate that the project leader ultimately responsible for the assignment has the relevant qualifications. Attach certified copies of proof of qualifications..</p>	<ul style="list-style-type: none"> <li>• <b>Evaluation rating 0 equals to non-allocation of points, to the bidders who :</b> <ul style="list-style-type: none"> <li>○ No proof of qualifications attached or attached proof is lower than the National Diploma or irrelevant qualification provided.</li> </ul> </li> <li>• <b>Evaluation rating 1 equals to 5 points</b> N Dip in Organizational Development / Change Management or related field.</li> <li>• <b>Evaluation rating 2 equals to 10 points</b> Bachelor's degree in Organizational Development / Change Management or related field.</li> <li>• <b>Evaluation rating 3 equals to 15 points</b> Post grade / Honours and above in Organizational Development / Change Management or related field..</li> </ul>	<p style="text-align: center;"><b>15</b></p>
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<p><b>3. Experience of project leader: 15</b></p> <p>The Service Provider must demonstrate that the project leader ultimately responsible for the assignment has the relevant Organization Development (OD) experience.</p> <p>Attached CV's which indicate the relevant experience</p>	<ul style="list-style-type: none"> <li>• <b>Evaluation rating 0 equals to non-allocation of points, to the bidders who :</b> <ul style="list-style-type: none"> <li>○ Less than 1 years' experience.</li> <li>○ No proof of relevant experience or CV not attached.</li> </ul> </li> <li>• <b>Evaluation rating 1 equals to 5 points.</b> <p>1 -3 years' experience</p> </li> <li>• <b>Evaluation rating 2 equals to 10 points</b> <p>4 - 7 years' experience</p> </li> <li>• <b>Evaluation rating 3 equals to 15 points.</b> <p>8 and more years' experience</p> </li> </ul>	<p><b>15</b></p>
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<p><b>4. Methodology and Approach :40</b></p> <p>The service provider must demonstrate their understanding of the key requirements and project expectations of SIU as outlined in this document. Approach and Methodology should at least cover the following areas:</p> <ul style="list-style-type: none"> <li>• A detailed methodology, approach indication the tools on how they will assist SIU in achieving the objectives of this request must be provided.</li> </ul> <p>Clear project deliverable indicating key milestones and turnaround times.</p>	<p><b>Evaluation rating 0 equals to non-allocation of points, to the bidders who:</b></p> <ul style="list-style-type: none"> <li>○ The methodology is poorly described and/or does not provide any information regarding the relevant aspects of the project.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Evaluation rating 1 equals to 15 points.</b></li> </ul> <p>The methodology is very briefly described and provides little information regarding the relevant aspects of the project.</p> <ul style="list-style-type: none"> <li>• <b>Evaluation rating 2 equals to 25 points.</b></li> </ul> <p>The methodology is satisfactorily, meets the requirements, provides information regarding the relevant aspects of the project, and has comprehensive information. However, it did not fully describe and or cover all the deliverables.</p> <ul style="list-style-type: none"> <li>• <b>Evaluation rating 3 equals to 40 points.</b></li> </ul> <p>The methodology is comprehensively described and provides detailed information regarding the relevant aspects of the project and exceeds the expectation</p>	<p><b>40</b></p>
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## **Stage 3 – Price and Preference (B-BBEE)**

- Bidders who score a minimum quality threshold of **70%** on functionality, will proceed to be evaluated on Price and Preferences (B-BBEE).



# Award/Objective Criteria

**Bidders who fail to meet below award/objective criteria will not be considered for appointment.**

- SIU reserves the right to screen the bidder and the team assigned to the SIU in terms of its own Internal Integrity Unit ("IIU") before appointment, should such screening results have a negative outcome, the SIU reserves the right not to award the bid to the subjected/recommended/highest scoring bidder;
- In terms of SIU's procedures, SIU may subject the prospective bidder to vetting process in terms of State Security Agency ("SSA"), should such vetting results have a negative outcome as per SSA and SIU procedures, SIU reserves the right not to award the contract to the recommended/highest scoring bidder; or to revoke/terminate the awarded;
- Bid will only be awarded to the bidder who successfully pass the SIU's Internal Integrity Unit screening and/or State Security Agency vetting; failure to pass could result in SIU not awarding the bid to a bidder irrespective of the points scored after the final evaluation and;
- The SIU reserves the right not to award a bid if the bidding entity's financial statements and/or supporting financial information creates doubt to the SIU, in its sole discretion, that the bidder would not be able to meet its short and longer term financial commitments.
- SIU requires last three (3) years Audited Financial Statement (AFS), If Audited Financial Statements are not available, the bidder should provide justifiable reasons and provide the SIU with a copy of the latest Unaudited AFS/ Management Accounts signed off by the directors/members/ management " certifying accuracy and completeness of the said AFS.

## **TEAM REQUIREMENTS:**

- The successful service provider should;
- f)Provide names and attach CV's of team members who will working on a project as well as those staff members who will be responsible for project execution planning, directing, and/or reporting.
- g)Provide a suitable number of full time staff members who will be allocated to the project.
- h)Any changes in the project team or resource allocate to SIU must request approval from SIU.
- i)Provide the names and qualifications of any outside specialists and consultants who will assist the service provider's staff members.
- j)Team must demonstrate experience in design and implementation of organizational culture strategy.
- k)Ownership of working papers and generated reports shall remain the property of the SIU and shall at the conclusion of every assignment be handed over to the SIU.



# THANK YOU

Hotline: 0800 037 774

Website: <https://www.siu.org.za>

E-mail: [info@siu.org.za](mailto:info@siu.org.za)

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